

PADM 600 Introduction to Health Policy and Management

Fall semester, 2018

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Class hours: Wednesday 7 pm-9:30 pm
Office hours: Wednesday 1-3pm or by appointment

Course Description

This course will examine many of the critical issues currently facing health care managers and policy makers. Key areas of discussion for this course will be: a) structure, financing and delivery of health services in the US, b) how health care organizations and systems have been organized and managed and how they might be organized and managed more effectively in terms of better quality and reduced medical errors, c) social determinants of health, d) interorganizational collaboration and competition, e) rural health, f) vulnerable populations and minority health, g) health information technology, and h) innovation and knowledge management. Most of the material covered is drawn from recent journal articles in health policy, medicine, public health, and management. The course will involve lectures, readings, guest speakers, student presentations, and discussion. Videos will be extensively used in relevant classes to stimulate discussion.

Course Objectives

By the end of this course, the successful student will be able to:

1. develop a solid understanding of the primary characteristics of the US health care system
2. understand the complex challenges faced by healthcare administrators and evidence-based practices to address those challenges.
3. understand the relationship between social determinants of health and vulnerable population.
4. understand the complex relationship between cost, access, and quality and how to effectively balance the three outcomes in health care
5. understand how health disparities disproportionately affect minority and rural population and be able to generate management and/or policy recommendations based on sound analysis.
6. work effectively in a group

Assignments and Grading

There are several mechanisms for determining student performance. First, you will be required to write a policy brief. The requirement is specified at the end of the syllabus.

The second assignment will be UNM reading discussion postings. This assignment is designed to provide structure and discipline to your interactions with readings assigned for the course. You will get more out of the process by taking notes while reading and by reflecting on the core message(s) of each reading afterward. You will also be better prepared to contribute to class discussions through clarifying and probing questions and sharing your interpretation of readings.

Prepare 2-3 paragraphs considering issues, factors and/or questions raised by 1-2 of the assigned readings for **4 of the 6 weeks a reflection is assigned** (see weekly assignments in the syllabus for dates and topics). You should give careful attention to all of the readings, but this assignment only requires you to address 1-2 readings. **DO NOT USE newspaper articles as your seed reading, only use Academic Journal articles. Reflect on major themes of the readings, note points that you do not understand, and consider what the reading means for New Mexico health care managers and/or policymakers.** Post your reflection to the corresponding UNM Learn discussion string by midnight the Tuesday before the class meeting for which it was assigned. Reflection posts will earn full credit, no credit or partial credit depending upon the extent to which requirements are met. You are required to further online discussion by posting five comments upon your colleague's postings. These comments need to be based on substance, requiring at least 100 words.

The third assignment will be a team research presentation (powerpoint, 10-20 minutes). You will partner with another student in working on this presentation. You will conduct research in your choice of a specific area of health policy and management (which should be supplementary to the weekly themes of the class) and present your research to the class. The research presentation should include, but not limited to: the problem/situation, your recommendations, analysis that show support for your recommendation, other options not recommended and why not, and costs/risks associated with your recommendations. At least 8 outside refereed journal articles should be cited in the presentation. You are required to send your presentation slides to the instructor for feedback and approval at least two days in advance of the day of your presentation.

The fourth assignment will be to write two article extracts, one based on a quantitative article that uses statistical testing, the other based on a qualitative article that uses primarily interview data collected from focus groups, participant interviews, etc. If you find an article that uses both statistical testing and interview data (a.k.a. mixed methods), then you can use the same article to complete the two extract summary tables.

The last assignment will be to write a somewhat longer paper (5 or 6 pages) on your vision of what the relatively near-term future (5 years or so) holds and what you recommend, regarding some aspect of health care organization, management, or policy

covered in the course. This paper is due on **Dec 5th 5pm on UNM Learn**. As usual, you must integrate the ideas of others (from the readings) with your own ideas. This time, however, in addition to the readings assigned for the class, you should also draw on outside materials to build support for your analysis. You are required to cite at least seven other outside articles in your analysis. Five of these readings should be a scholarly source (published in or after 2008 in leading healthcare journals, such as Health Affair, The New England Journal of Medicine, Lancet, American Journal of Public Health, Social Science and Medicine, Journal of the American Medical Association, and Health Care Management Review). You may also select one reading from a practitioner-oriented journal (Harvard Business Review, the McKinsey Quarterly, Wall Street Journal, et al) or public and nonprofit management journals(Public Administration Review, Nonprofit and Voluntary Sector Quarterly, Nonprofit Management and Leadership Quarterly). It is important that you do not simply speculate about the future, but instead, ground your thinking in what you have learned from the course.

Participation of students in class discussions is strongly encouraged, and will count toward 10% of the final grade. Thoughtful comments based on the readings assigned for that day are especially welcome. Since so much of the course is based on the lectures and discussion, all students are expected to attend class regularly. Attendance will be taken and the final course grade will be lowered in proportion to classes missed (2 points off your participation grade per missed class, starting with the second missed class).

Grading Summary

		Due
1. Policy brief	10%	Sep 26
2. Learn discussion posting (5 posting & 5 response, 1% each)	10%	weekly
3. Team research presentation	15%	weekly
4. Video Pal with German students on healthcare systems	10%	
5. Article extract (qualitative & quantitative, 10% each)	20%	Oct 17& 24
6. Plagiarism certification	5%	Sep 12
7. Paper on issues for the future of health care	20%	Dec 5th
8. Class participation	<u>10%</u>	
	100%	

Textbook:

Safian, Shelley C. (2014). *Fundamentals of Health Care Administration*. Upper Saddle River, NJ: Prentice Hall/Pearson Education.

Additional readings are organized into Weekly Folders, corresponding to the Course Schedule below.

All main campus students should turn in hard copies of their course assignments in class. ZOOM students will turn in electronic copies of their course assignments before class through UNM Learn internal messaging.

I will assign grades for points earned during the class according to the following scale:

A+ 97 and above A 93-96 A- 90-92

B+ 87-89, B 83-86, B- 80-82

C+ 77-79, C 73-76, C- 70-72

D+ 67-69, D 63-66, D- 60-62

F 59 points and below

* Your class participation grade will be based on my opinion of the quality and quantity of your participation in class discussions concerning the lecture material, the readings, and online(when I set up the discussion questions on UNM Learn). Attendance obviously matters in this regard (if you aren't here, you certainly can't participate), but mere attendance does not substitute for lack of participation in discussions.

Non-Discrimination and Services for Students with Disabilities

Any student who, because of a disability, may require some special arrangements in order to meet course requirements should contact the instructor as soon as possible to make necessary accommodations. It is the responsibility of the student to request accommodation for individual learning needs. UNM will make every attempt to accommodate all qualified students with disabilities. For further information, contact Accessibility Services at (505) 277-3506.

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered "responsible employees" by the Department of Education (see pg 15 - <http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>). This designation requires that any report of gender discrimination which includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (oeo.unm.edu). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

Academic Honesty and Conduct

I will follow University of New Mexico policy for academic misconduct. Both intentional and unintentional plagiarism is prohibited. University policy states that each student is expected to maintain the highest standards of honesty and integrity in academic and professional matters. Academic dishonesty includes, but is not limited to, dishonesty in quizzes, tests, or assignments as well as claiming credit for work not done or done by others. When a violation of the regulation occurs in connection with a course, the faculty member is authorized to take whatever action is deemed appropriate, but no penalty in excess of an "F" in the course and the involuntary withdrawal of the student from the

class may be imposed. Whenever this penalty is imposed; the instructor may report the case in full detail in writing to the Dean of Students, who may impose additional sanctions or refer the matter to the Student Conduct Committee for a determination of whether additional sanctions are warranted.

Aug 22 Course Introduction

Aug 29 Overview of US Health System

Safian, Chapter 1

Week 1 readings on Learn

9/5 Changing Healthcare Market and Policy Environment.

Safian, Chapter 2

Week 2 readings on Learn

UNM Learn Discussion Posting due

09/12 Social Determinants of Health

Week 3 readings on Learn.

Video: Unnatural Causes: In Sickness and In Wealth. California Newsreel. 2008.

HBO and Institute of Medicine: The weight of the nation: Challenges. 2012.

UNM Learn Discussion Posting due

9/19 Costs and Value

Safian, Chapter 3

Week 4 readings on Learn.

UNM Learn Discussion Posting due

9/26 Knowledge and Innovation Management

Guest speaker: TBA.

Week 5 readings on Learn.

UNM Learn Discussion Posting due

10/03 Strategic Management and Governance.

Safian, Chapter 9 and 11.

Week 6 readings on Learn

UNM Learn Discussion Posting due

10/10. Leadership

Week 7 readings on Learn

UNM Learn Discussion Posting due

10/17 Quality Improvement and Assessment

Safian, Chapters 4 and 13

Week 8 readings on Learn

Guest speaker: TBA.
UNM Learn Discussion Posting due

10/24 Access to Care

Week 9 readings on Learn.

Video: Place matters. Episode in Unnatural Causes. 2009. California Newsreel.

UNM Learn Discussion Posting due

10/31 Interorganizational Collaboration within and beyond Healthcare.

Safian, Chapter 10

Week 10 readings on Learn.

UNM Learn Discussion Posting due

11/7 Multiple Levels of Competition

Safian, Chapter 14

Week 11 readings on Learn

UNM Learn Discussion Posting due

11/14 No class(library research, work on your final paper), out of town to attend conference.

11/21. No class (continue your work on final paper). Happy Thanksgiving !

11/28. Health Information Technology.

Safian, Chapter 6

Week 12 readings on Learn.

UNM Learn Discussion Posting due

**12/5 Longer paper on Future due by 5pm in my office (for main campus students)
and on UNM Learn (for ZOOM students).**

All readings listed above are required and should be prepared for discussion on the date indicated. All the readings, including cases, will be available on-line through the university's UNM Learn. You should be able to access UNM Learn to download readings and syllabus now.

Appraisal Framework

Instructions

Using the selected qualitative article, provide the information below. Unless otherwise stated, use your own words (ex. APA citation) to provide the information. Your responses should only require short answers to provide the requested information.

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Required Information

APA Citation	
Research Problem, Purpose, and/or Questions	
List the key concepts of interest	
State the Theoretical or Conceptual Framework (if used)	
Description of the Setting(s)	
Type and Description of Qualitative Design	
Description of the Sample	Sample Criteria (<i>inclusion/exclusion criteria</i>)
	Sampling Method
	Sample Size
	Sample Characteristics (<i>choose the most important</i>)
Summary of Data Collection Procedures	
Data Collection Techniques	Appropriateness of the data collection procedures

	Appropriateness of measure(s) used
Data Analysis	Key Themes
	Discussion and interpretation of key findings
	Quality-enhancing strategies
Conclusions and Generalizability/ Application to Practice	
Credibility and transferability	
Strengths of the Study	
Weaknesses/ Limitations of the Study	

Appraisal Framework

Instructions

Using the selected article, provide the information below. Unless otherwise stated, use your own words (ex. APA citation) to provide the information. Your responses should only require short answers to provide the requested information.

Note: This assignment is an individual work.

Required Information

APA Citation	
Research Problem	
Research Purpose	
Research Questions	
Research Hypothesis(es)	
Description of the Setting(s)	
Brief Summary of Key Variables	Independent Variable(s)
	Dependent Variable(s)
	Potentially Confounding Variable(s)
State the Theoretical or Conceptual Framework (if used)	
Type and Description of Quantitative Design	
Description of the Sample	Sample Criteria (<i>inclusion/exclusion criteria</i>)
	Sampling Method

	Sample Size
	Sample Characteristics (<i>choose the most important</i>)

Required Information

Data Collection Techniques	Reliability and Validity of Measure(s)
	Appropriateness of the Measure(s)

Summary of Data Collection Procedures	
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Data Analysis	Statistical Tests Used
	Appropriateness of Statistical Tests Used
	Summary of Key Findings
	Provide Test Statistics for Significant Findings and Effect Size(s) (<i>if applicable</i>)
	Clinical Significance of Findings(<i>if applicable</i>)

Conclusions and Generalizability/ Application to Practice	
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Strengths of the Study	
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Weaknesses/ Limitations of the Study	
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PADM 600: HEALTH POLICY BRIEF

Due: 9/26/2018

Assignment Instructions:

1. Read CP Jones (2009)
2. Search for and select a local or state-level policy (either policies that are in place or policies that have been proposed) that impact health-related issues and populations. (Tips for finding policy below)
3. Write a brief summary and analysis of your policy (~500 words)
 - a. Give a brief summary of the policy
 - i. What is the purpose of the policy?
 - ii. Who does this policy affect?
 - iii. Has the policy been enacted?
 - b. Discuss level of impact of the policy or proposed policy
4. Submit brief and policy on Learn

For example: federal policy that requires non-profit hospitals to provide emergency care regardless of ability to pay is an example of tertiary prevention; employment policies that offer benefits to domestic partners could be both primary prevention (access to care) as well as a structural intervention (equity); subsidized housing policies that prevent discrimination and provide resources to support resident involvement in neighborhood associations could have multiple levels of impact.

Activity Readings:

1. CP Jones, et al., "Addressing the Social Determinants of Children's Health: A Cliff Analogy," *Journal of Health Care for the Poor and Underserved* 20.4s (November 2009)

Activity Background:

Health policy broadly describes the actions taken by governments---national, state, and local---to advance the public's health. It is not a single action but requires a range of legislative and regulatory efforts ranging from ensuring air and water quality to supporting cancer research. The obligation of governments to promote and protect the public's health is grounded in the U.S. Constitution, (Kate Acuff, 2010). Health-impacting policies are also implemented within organizations, businesses, and schools. Finally, "Health in All Policies" is an approach to improving population health by incorporating health considerations into decision-making across different sectors and policy areas (education, labor, environment, commerce, etc). "Health in All Policies" addresses the pre-requisites/ social determinants of health that are the key drivers of health outcomes and health inequities.

In her Cliff Analogy, Dr. Jones describes four levels of health intervention: primary, secondary, tertiary interventions, as well as intervention on the structures, policies, practices, norms, and values that differentially distribute resources and risks along the cliff face among population groups.

Tips on where to find policies:

- a. NM Legislature (includes policies in many stages of the legislative process)
 - o Go to NM Legislature website: <http://www.nmlegis.gov/lcs/default.aspx>
 - o Click on "Click here to search for legislation"
 - o Enter keywords (such as health AND youth)
 - o Review results
 - o Select policy

- b. NMPHA Health Policy Legislative Forum (focuses on bills that will be proposed in a given legislative session)
- Go to NMPHA Health Policy Legislative Forum Page: <http://www.nmpa.org/>
 - Click on Health Policy Legislative Forums tab
 - Review booklets on policies proposed:
[http://www.nmpa.org/resources/Documents/12th%20NMPHA%20Policy%20Forum Proposals FINAL.pdf](http://www.nmpa.org/resources/Documents/12th%20NMPHA%20Policy%20Forum%20Proposals%20FINAL.pdf)
 - Select policy

Grading Information:

This assignment is worth 10 points of your grade.

The total grade will be broken down as follows:

0-2 points: Appropriate selection of policy

0-3 points: Clear summary of policy

0-3 points: Compelling discussion of policy

0-2 points: Clarity of writing (grammar and style)

10 points: Total